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ABSTRACT

This booklet was designed to help service organizations think on a strategic level about forming innovative partnerships and soliciting community resources. Four essential steps are offered to accomplish this goal: design a comprehensive fundraising plan; develop convincing evidence of effectiveness; actively engage potential supporters; and foster community relationships. The booklet is divided into the following sections: (1) "Governmental Grants"; (2) "Corporate Partnerships"; (3) "Foundation Support"; (4) "Individual Donors"; and (5) "Checklist for Success." Each section highlights potential sources of support for community service programs and offers some fund raising strategies. "In-kind" contributions are discussed with suggestions for extending the use of such donations to further the outreach of all involved. (EH)

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ED 417 994

NATIONAL SERVICE RESOURCE GUIDE: STRATEGIES FOR BUILDING A DIVERSIFIED FUNDING BASE

SO 027 677

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CORPORATION
FOR NATIONAL
SERVICE

Dear Friends,

National service programs are going to help shape the future of our communities. Service participants working hand-in-hand with local leaders, community builders, and people in need will initiate change on a large scale. Together they will get things done in the areas of education, public safety, human needs, and the environment. In order to be successful in their efforts, it is critical that community service programs develop a broad base of support.

Extensive experience tells us that community service programs cannot sustain themselves in the long-term without a diversified funding base. We hope every community service program will develop comprehensive fundraising plans and community partnership-building strategies. Outside funding, expertise, and in-kind donations are key components in helping programs and participants address the diverse needs of American communities.

In the spirit of public/private partnerships, the Corporation for National Service has worked closely with Mellon Bank on the production of this National Service Resource Guide. We are grateful for the time that Mellon's staff has devoted to the design of this document and appreciate Mellon's support of production costs. I hope our combined energies will help your organization to forge similar alliances.

I strongly encourage each community service organization to search for ways to expand the total pool of resources being allocated toward service programs. I hope you will use this document to help stimulate your thinking about the range of funding possibilities.

Sincerely,

Eli J. Segal
Chief Executive Officer

Dear Friends,

When I started a community service program at Stanford University, I had heard many tales of despair from nonprofit organizations that had made the mistake of relying on one source of funding, only to find that source changing its priorities or deciding that the initial investment was the only commitment it wanted to make. So, in the first few months, I planned ahead and developed a five-year strategy that envisioned three separate (and sometimes multiple) funding streams—including one-third from endowment (to be raised from individual donors), one-third from university general funds, and one-third from a combination of foundation, government, and corporate sources.

With the help of a supportive Advisory Board, we were able to achieve that goal in five years. I am convinced that the mixed sources of funding improved the quality of the programs by enabling us to keep core activities going while, at the same time, enabling us to be innovative. I speak to you as one who has been through the experience of developing a succesful program. I encourage you to read this document carefully and engage in strategies that will ensure the long-term stability of your programs. This basic planning will produce high-quality programs.

We are grateful to Mark Feldman for researching and writing this document. We would also like to thank Nancy Rubin, Lorne Needle, and Kate Frucher who advised Mark on the structure and content of the document. In addition, we appreciate the support of a group of community service experts who read and commented on the draft paper including: Diana Algra, John Briscoe, Tom Carroll, Nestor Davidson, Barbara Gomez, Tracy Gray, Gerson Green, Barbara Jordan, Judy Karasik, Christine Kwak, Patricia Kells, Joanna Lennon, Don Mathis, James McDonald, Kim Moore, Chris Murphy, Heather Sanderson, Elizabeth Shreve, Frank Slobig, Mary Smith, Chuck J. Supple, Susan Stroud, Megan Swezey, and Mark Vasu.

I hope this document will help you improve the quality of all of your programs and proposals. Let us know if you have other ideas you would like us to consider including in the next edition. And, good luck!

Sincerely,

Catherine M. Milton

Catherine Milton
Vice President

Mellon Bank

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One Mellon Bank Center
Pittsburgh, PA 15258-0001

Frank V. Cahouet
Chairman, President and
Chief Executive Officer

Dear Friends,

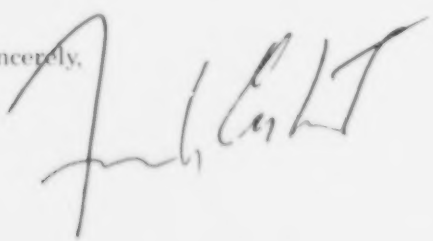
Fostering successful national and community-based service programs is one way we can help make our cities and towns better places to live, work, raise our families and do business. The key to successful service programs is a close working relationship between business, government and non-profit service organizations.

Consequently, Mellon Bank, in keeping with its long tradition of community service and involvement in public-private initiatives, is delighted to underwrite this booklet, "National Service Resource Guide: Strategies for Building a Diversified Funding Base."

Service organizations anxious to address the critical needs of their communities with effective programs frequently focus more on achieving their goals than on basic fundamentals such as long-term financial stability. This booklet is intended to help your organizations strengthen their ability to raise funds and build long-term support within their communities.

Their success is critical because our nation's livelihood rests upon our ability to maintain healthy communities, and to help them grow and thrive. Mellon Bank remains highly committed to providing service organizations with the resources needed to achieve this purpose.

Sincerely,



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INTRODUCTION

A well thought out fundraising plan and strong community support are essential to building and sustaining high quality community service programs. This document was developed by the Corporation for National Service to help service organizations think on a strategic level about forming innovative partnerships and soliciting community resources. We want to encourage service organizations to create opportunities that leverage diverse sources of funding, expertise, and in-kind donations, helping community service participants get positive things done in their communities.

As you read through this document, think about new ways to convince others of the tremendous power service programs and participants have to affect change across America. Potential national service funders and partners want to have an impact on the issues which concern them most, and it is your job to illustrate that your program is a valuable mechanism that simultaneously addresses critical needs and trains a new generation of community leaders. To translate this message into successful fundraising, it is essential that you design a comprehensive fundraising plan, develop convincing evidence of effectiveness, actively engage potential supporters, and foster community relationships.

DESIGN A COMPREHENSIVE FUNDRAISING PLAN. Fundraising strategies should be considered as part of your organization's overall strategic plan for program development. Take the time to think ahead four to five years to determine your base-line financial needs and assess your strengths and weaknesses. Use this information to anticipate your monetary, in-kind, and technical assistance needs. Work to build staff understanding of your goals and determine what types of partnerships might be beneficial for sustaining program quality and growth. Once you have a strategy, make sure you can clearly articulate your needs to potential funders.

A diversified funding base will cushion your organization during difficult times. If one source of funding falls through, you should be able to fall back on other pockets of support. Congress wrote grant recipient financial match requirements into the National and Community Service Trust Act of 1993 to encourage community service programs not to rely solely on Corporation funds, but rather to solicit support from other governmental agencies, private corporations, foundations, and individuals. *(Refer to Appendix One for a chart outlining these match requirements.)*

DEVELOP CONVINCING EVIDENCE OF EFFECTIVENESS. To invest in your organization donors must be convinced that your activities will make a difference in the community. As you design your service plans and strategies, give careful attention to an evaluation plan that will clearly define who will be doing what, when, where and why to make a difference.

When you develop your plan it is important to establish base-line information against which you can compare your progress. In what measurable and demonstrable ways will things be better than they were before you started? Use this quantifiable information in presentations to potential project partners.

ACTIVELY ENGAGE POTENTIAL SUPPORTERS. Donors must feel that their contributions are appreciated and that their involvement is valuable. Otherwise they will not make long-term commitments. Recognition of

contributions and frequent communication with donors are critical components of every fundraising and partnership strategy. You should treat every financial and in-kind contributor as if each was your "million dollar donor." Next year that person might increase their donation of money, time, or talent. Successful recognition programs include prompt thank-you notes, media exposure, donor walls, award dinners, on-going feedback, and interaction with program participants at service projects or graduation events. People tend to continue to assist those initiatives with which they have a personal involvement. Think creatively about ways to thank those individuals and organizations who support your efforts.

FOSTER COMMUNITY RELATIONSHIPS. Fundraising and building partnerships are complex processes that take a large amount of time, energy, and resources. In addition to the executive director and staff members, the board of directors and advisory board should play a large role in performing outreach and raising money. These individuals usually offer a wealth of ideas and have numerous contacts at all levels in the community. Fundraising experts have found that those board members who have been integrated into their organization's programs, through input in the strategic planning process and contact with participants, are more enthusiastic and successful fundraisers. Although numerous people will be involved in these efforts, it is advisable to make sure that at least one person in your organization is assigned to monitor and coordinate all outreach efforts. This person should foster alliances within foundations and corporations and look toward building "win-win" situations which enhance each partner's ability to address community needs.

This document is divided into the following sections: **Governmental Grants**, **Corporate Partnerships**, **Foundation Support**, **Individual Donors**, and **Checklist for Success**. Each section highlights potential sources of support for community service programs and some fundraising strategies. (*Please consult Appendix Two for a list of publications and organizations that can further assist you in meeting your long-term needs.*) We are not recommending that every community service program adopt all of the methods that follow, but we encourage you to think broadly and plan ahead.

GOVERNMENTAL GRANTS

National and community service programs have many potential governmental sources for diversifying their funding base. Federal, state and local governments provide grants and operate programs in all of the priority areas that national service participants address. Since most governmental resources are not designed specifically for community service programs, you should look for streams of financial and in-kind support that coincide with your specific mission and activities. Be proactive; explore new ways to use service to leverage funds earmarked for crime prevention, schools, recycling, health education, transportation or housing rehabilitation. By forming partnerships with other governmental organizations you can play an important role in educating them about community service.

The following section highlights a few potential sources of governmental funding. It is important to stress that although some service organizations have been successful obtaining support from the sources listed below, the award process varies across communities.

A listing below is not a guarantee of availability of funds. Government grant procedures are not simple and straightforward; be prepared to do lots of research, make numerous phone calls, and fill out large amounts of paperwork. We encourage you to ask many questions and look for opportunities to work closely with those agencies that are currently unfamiliar with your requests. Seek advice from your state commission on national and community service, federal government agency contacts, one of the resource organizations listed in Appendix Two, or from an experienced nonprofit organization which is currently receiving government funds on how to tap into grants in your community.

FEDERAL GOVERNMENT AGENCIES

Federal government agencies, like the Departments of Housing and Urban Development, Health and Human Services, Education, Transportation, and Labor make grants to nonprofit organizations to address a wide variety of community issues. Although grant money is provided by the federal government, it is often administered at the state and local levels where most service programs will be able to access it. In addition to grants, look for ways to tap into other federal resources and pools of expertise such as staff training programs and in-kind donations. To learn of new federal initiatives and grant programs get on a variety of government agency mailing lists and join national organizations that have a special interest in your subject area.

SERVICE HINTS

Here are a few potential funding streams provided by the federal government that might help advance your community service initiatives. Be persistent; this process can take a great deal of time and energy. Use this list as a starting point for your on-going research, but keep in mind that it is not an exhaustive list.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

- The Clinton Administration is designating up to nine Empowerment Zones (EZ) and up to 95 Enterprise Communities (EC) in urban and rural settings throughout the nation. These EZs/ECs will provide significant federal, state and local resources for community and economic development, and will be able to provide an environment in which service can play a significant role. For further information, contact HUD's

Office of Economic Development at (202) 708-2290.

• Urban Revitalization Demonstration (HOPE VI) program grants are provided directly to Public Housing Authorities (PHAs) to support community service activities in public housing. Contact your local PHA to determine if it is a HOPE VI site and to discuss other potential partnerships.

• Community Development Block Grant (CDBG) funds can provide project support for community service programs. These funds are distributed primarily through metropolitan cities and urban counties or through states—and are designed to provide maximum flexibility at the local level. To learn more about how funds are distributed in your community, contact your local officials and HUD field offices, or HUD's Office of Community Planning and Development (CPD) at (202) 708-3587.

• HUD's Supportive Housing Program (SHP), which is designed to be a vital part of the continuum of care responding to homelessness, will partner with the Corporation for National Service to promote service as a tool to fight homelessness. HUD has set aside $3.4 million under the 1994 SHP competition as a special fund to pay costs for AmeriCorps programs. SHP programs would partner with community service programs in an application to the Corporation. For more information on SHP, please contact HUD's CPD at (202) 708-3587.

DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)

• HHS funds a wide range of issue areas including public health, substance abuse prevention, and violence prevention. HHS funds might be available for community service organizations to address school readiness, Head Start, foster care, welfare and other human needs. Since HHS is a large agency, we recommend contacting the HHS Office of Community Services, (202) 401-9333, to learn more about programs that might integrate service.

DEPARTMENT OF LABOR

• Job Training Partnership Act (JTPA) funds have been used by year round and summer conservation and service corps to support participant activities. JTPA provides job and training services for economically disadvantaged adults and youth, dislocated workers, and others who face employment barriers. JTPA aims to move the jobless into permanent self-sustaining employment. Contact your State JTPA Liaison or Private Industry Council to learn where local funds are distributed.

DEPARTMENT OF EDUCATION (DOE)

For general information on DOE's service programs call (202) 205-0653.

• Chapter I & II Education Funds from the Department of Education are provided directly to school districts which in turn partner with community based organizations. Call your local school district or State Department of Education to discuss partnerships with school programs, or contact the DOE at the following numbers: Chapter I: (202) 260-0826; or Chapter II: (202) 260-3693.

• Goals 2000 funds will be available from the Department of Education for curriculum development and teacher training in numerous areas. These funds will be primarily for service-learning. Contact your State Department of Education for more information.

• The Fund for the Improvement of Post Secondary Education (FIPSE) awards demonstration grants to community organizations, colleges and universities to set up innovative community service and service learning programs for college students. They are available from the Department of Education. For more information, call (202) 708-5750.

• School to Work Opportunity Act, Safe Schools, and Urban Community Service funds are available from the Department of Education. For more information, call (202) 260-7278.

• Higher Education work study regulations require that 5% of the federal funds be used to support community service. Contact financial aid or student employment offices at institutions of higher education in your community.

ENVIRONMENTAL PROTECTION AGENCY (EPA)

• Environmental education and community clean-up funds may be accessible to community service programs. Contact your state department on the environment and other local environmental groups for ideas and information.

DEPARTMENT OF JUSTICE

• Weed & Seed funds from the Department of Justice might be used to support both education and public safety programs. For more information, call (202) 514-2000.

OTHER FEDERAL AGENCIES

• Rehabilitation, reclamation, and beautification of transportation-related facilities funds may be available through your state Department of Transportation. For more information, call (202) 366-5742.

• The Commerce Department's Economic Development Administration (EDA) funds local economic development programs, including some with service components. For more information, call (202) 482-5112.

• Art education and restoration funds from the National Endowment for the Arts (NEA) and the National Endowment for the Humanities (NEH) might be used in conjunction with education and environmental programs. Contact these organizations directly for more information, NEA: (202) 682-5429; NEH: (202) 606-8373.

• Disaster relief funds from the Federal Emergency Management Agency (FEMA) have been used by community service organizations to meet critical needs during and after an emergency. Contact FEMA or your governor's office to learn about what resources are available to you.

• Valuable assets seized from drug dealers are available from the National Drug Enforcement Agency (DEA). Regional auctions of property, vehicles, buildings and equipment are listed on the third Wednesday of each month in the *USA Today* classified section under legal notices, or call your local police department.

FURTHER RESOURCES

• See Appendix Two for information about the **Catalogue of Federal Domestic Assistance (CDFA)**, listing numerous federal grant programs; **Making JTPA Work for the Corps**, describing funding streams and uses for JTPA funding; and the **Service Learning Planning and Resource Guide**, describing alternative sources of government funds to support Service Learning and other education-focused AmeriCorps programs.

STATE, COUNTY, AND MUNICIPAL GOVERNMENTS

Community service programs have numerous opportunities to develop strong partnerships with local government agencies. Both share an interest in getting things done. State, county and municipal governments make awards to nonprofit organizations to address a wide variety of community issues. In addition, limited local dollars can be stretched to serve greater numbers when initiatives are enhanced by the efforts of service participants.

State, county and municipal governments also have a myriad of in-kind resources that service organizations can tap. A short list might include: loaned

executives with expertise in the areas of education, public safety, human needs, and the environment; materials such as tools, books, and sports equipment; and services such as trash collection, transportation, and police escort.

Take some time to develop your own list of potential resources. Use your local yellow or blue pages as a reference tool for learning about the range of local government offices and activities. The possibilities for local partnerships are enormous.

To learn of new state and local initiatives and grant programs, get on agency mailing lists and read local governmental publications; ask your local librarian or your locally elected officials for advice. Use the list of potential sources of federal funds above as a guide to explore similar state and local funding streams in your area.

SERVICE HINTS

• Look for ways to incorporate long-term support into state-wide initiatives. Educate your elected officials about the power of service and encourage them to have community service mechanisms written into state and local legislation.

• Ask local government agencies, such as the Departments of Parks & Recreation, Housing and Public Works, to be "team sponsors." By supporting the stipends and programming costs, long delayed civic projects have been performed by community service participants. Many of these projects offer high profile public recognition for work being done.

• Form partnerships with community organizations and government departments that are funded by state and federal sources, such as Community Development Block Grants and Title II Education funds.

• Search for opportunities when a government agency or a nonprofit organization contracts with your organization to perform a service for the community. For instance, the Superintendent of Schools may offer your program a flat fee for work that needs to be done in the school or town library.

• Invite city department heads and community leaders to make site visits and brainstorm ideas for potential projects and funding sources. Make sure to put them all on your mailing list.

• Ask local officials and experts to consult on program elements and provide training for participants. This might include partnerships with police or fire departments, medical centers, skilled labor unions, human services agencies and political officials.

• Seek in-kind donations such as office space, training facilities, graphic art, video production, printing, program supplies, and public transportation.

CORPORATE PARTNERSHIPS

National and community service programs face a wide array of opportunities to build relationships with businesses. There are thousands of corporations in the United States, ranging from small "mom & pop" candy stores to huge multi-national conglomerates. Each one has specific business and community interests and can potentially offer valuable expertise and resources to help service participants get things done. Look for instances where a local company's goals and your expertise intersect. Together, using community service as a mechanism, you can have a substantial impact.

As you explore potential corporate partnerships, keep in mind that each company has its own procedures and guidelines for making donations. This process usually takes place in the offices of the Company Foundation or the Community Relations Department. These departments are funded by companies to address needs that are important to employees, clients, and the communities in which they are based. Corporate Marketing Departments are another source of funds and product resources that companies use to support community events and activities. These funds are usually used to promote a company's products and services.

When looking to build relationships with companies, it is important to recognize that its internal structures and affiliations can be complex. Although most companies target a portion of their resources towards communities where they are located, it is not always easy to determine at which level to go to solicit support. Sometimes the national headquarters makes all decisions for the regional offices, while in other instances the national office may have virtually no influence on the regional and local budgets. The same is true for corporate subsidiaries. Once again, solid research and asking a lot of questions will help guide you through this process.

The following section highlights a few examples of how community service programs might solicit corporate support and develop innovative partnerships. Building partnerships takes a great deal of research, creativity, cultivation, and lead time. (*Appendix Two lists organizations and resources that can help you learn about specific companies and develop a long-term plan.*)

GRANT PROPOSALS

Throughout the year, corporate foundations and offices of community affairs solicit proposals from nonprofit organizations giving them an opportunity to apply for money. These requests for proposals (RFPs) can vary from very specific programs such as Thursday night activities for senior citizens, to very broad program areas such as education. Before you begin to write a proposal, do research on the company. Consult one of the corporate giving directories to learn about a company's giving priorities, then write or call to request information about application procedures. From your explorations you will learn a great deal of important information about the companies in which you are interested, such as in which geographic locations they focus their giving, the number of grants they make annually, the average size of their grants, and whether they distribute other resources. This will help you to narrow down the companies from whom you should solicit support.

Although every company will have different requirements, they all expect clear, concise, and well-written proposals. Each proposal must be tailored for the funder and illustrate that your needs are

unique and your solution effective. A standard proposal will usually consist of: an executive summary, a case statement highlighting the needs your program will address, a description of your proposed program and the methods you will use, a budget, and IRS information. Keep the budget clear, simple and honest. Take the time to improve your proposal writing skills. *(Appendix Two lists numerous organizations and resources that can assist you with this process.)*

SERVICE HINTS

- Clearly illustrate how you are using service as a vehicle to address community needs. Focus on the outcomes and the actual work that is going to get done.

- Look for places where a company's community interests and your activities intersect. For instance, most local banks are home mortgage lenders and are very interested in housing and community development initiatives. Therefore, they might fund a housing corps or restoration service project. Other examples include: restaurants and food distributors that may be interested in feeding programs, car manufacturers that may be interested in programs that transport children to school or seniors to the doctor, and computer companies that may be interested in programs that improve math and science skills.

- Illustrate the impact your activities will have on the company's customers and employees. Use your proposal to discuss additional ways that you might help company employees get involved in your programs as volunteers and loaned executives.

- Target those small businesses located in the neighborhood where service participants are working; they have a valuable stake in supporting your efforts.

- Encourage your board of directors to contact their friends within companies and on boards to alert them that your proposal is being submitted, and to follow-up on your proposal's progress.

SMALL BUSINESSES

Don't forget about those small businesses that most likely do not have foundations or community affairs departments. Local companies like toy stores, tailors, travel agencies, restaurants, video stores, printers and many others have a vital stake in their communities. Even though they may not have the financial resources to support major causes, they are eager to address critical issues that affect their customers and their business. Community service organizations should look to these businesses for smaller scale partnerships. Since each of them is supported by local patrons, finding ways to involve these businesses in your activities and special events might be beneficial to both parties. Outreach to small businesses can also be a part of strengthening community involvement. The owner and operator of a small business sees how the community changes and may bring special insight into how the community can be served.

SERVICE HINTS

- Ask local small business leaders for donations that can help you leverage larger resources. For instance, a donation of a vacation or month of pet food can be auctioned off at a fundraiser for more than it cost the donor.

- Create a "small business task force" of business leaders to help with local fundraising and event planning.

- Solicit advertisements in your special events programs and newsletters.

- Ask local businesses to sponsor the costs associated with a small group of community service participants.

• Form a relationship with organizations that work with a network of small business leaders such as the local chapter of the Chamber of Commerce, the Rotary Club, Businesses for Social Responsibility, and the Points of Light Foundation Corporate Volunteer Councils. Use these organizations to help spread your message.

CORPORATE SPONSORSHIP

Companies often provide financial and in-kind support for a specific event or program in return for their name being prominently displayed. This support can come in many forms for service organizations such as sponsorship of large scale community service days, teams of participants, priority programming areas and fundraisers. AmeriCorps grantees should review the Corporation for National Service sponsorship guidelines and contact us with any questions.

Corporate sponsorship usually comes from marketing budgets, rather than from community affairs or foundation budgets, and corporate marketing departments expect a return on their investments. They like to have their logo displayed on banners, in program books, and on t-shirts. In addition, they often like to have the opportunity to display their products or services. The extent of recognition a company receives for its donation should depend on the agreement that you reach with them and may be different for each type of event, program or service. Because these relationships can be complex, make sure to include your legal department or lawyer in the decision making process.

In order to appeal to marketing departments, it is important to think carefully about the package that you are presenting. Consider why the people who attend your events or participate on your programs would be of interest to marketing departments. Keep in mind that accepting sponsorship from one company may preclude another company from getting involved. For example competitors like Coca-Cola and Pepsi rarely display their logos together. Be creative about whom you approach and do not forget about the small businesses that may have a vital stake in your local community.

Cause-related marketing is one popular form of corporate sponsorship. It directly links fundraising to the use of consumer products. A nonprofit organization and a private company can enter into a partnership where the company tells its customers that each time they purchase or use their product, the company will make a donation to a specific charity. Marketing is the key word and you can expect your name to become closely associated with the product or company.

If you are going to engage in sponsorship of any kind with your organization's name, it is very important to pick the company and products carefully. Research the background of the company. Look for real and perceived conflicts of interest and consider the message a partnership may send to your constituency. For instance, having a company with a poor environmental record sponsor an environmental project may actually be better for their image then your own. These can be complicated decisions to make. Consult your legal counsel and board members during the process.

SERVICE HINTS

• Ask companies to "sponsor a team" of community service participants. In these instances, the company will often provide team members with stipends, uniforms and employee volunteer tutors, while the team might wear the corporate logo on their t-shirts.

• Ask corporate marketing departments to sponsor one-time community events. Many companies donate money, products, and staff to community clean-up days, fundraisers, training programs, and service projects.

• Ask a company to sponsor all of the activities in one of your priority areas that coincides with their community relations priority areas.

• Seek out small local businesses. They can be great allies in building a local ethic of service and local recognition for your programs. Consider partnering with businesses such as family restaurants, car dealers, and local movie theaters.

• Companies with direct mass-consumer sales like retailers, fast food chains, packaged goods manufacturers, and service industries may be most interested in sponsorship. Such companies can be approached at the level where local marketing decisions are being made, rather than at the national level.

• Do your homework. It is important to carefully consider what types of organizations with which to associate your name.

CORPORATE EMPLOYEE INVOLVEMENT AND "DOLLARS FOR DOERS"

Many companies have large volunteer programs where employees take the lead in addressing community needs. These activities are often encouraged by the company and sometimes employees are given "release time" from their jobs to take part in activities during work hours. In addition, many companies have "loaned executive" programs where employees serve as full- and part-time staff for a nonprofit organization. Finding ways to integrate corporate employees into your programs can be extremely worthwhile. They can offer a wide range of skills, experiences, and resources to assist program staff, and they can serve as mentors, tutors, and friends to participants.

In corporate "Dollars for Doers" programs, companies make grants to organizations where their employees and retirees do volunteer work. The names of these programs often vary, but they are used by companies to encourage employee volunteerism and to support a range of community organizations. Contact the corporate community affairs office to learn more about existing "Dollars for Doers" programs. This is a great way to become recognized by corporate contributions offices.

SERVICE HINTS

• Create numerous ways to integrate employees from local companies into your organization. Your employee volunteers will be your strongest advocates as you apply for additional sources of corporate funds and resources.

• Consider the time constraints on corporate volunteers; they may only be available in the evenings and on weekends. To overcome this obstacle some community service programs are placing youth teams on a Tuesday to Saturday schedule so participants can work alongside corporate volunteers on the weekend.

• Publicize the work of your adult volunteers. Companies and individuals like to be thanked and recognized for their time. Be prepared for other corporate volunteer programs to contact you when they hear about your activities.

• Use the resources of the Points of Light Foundation and your local Volunteer Center. They have a wealth of information on successful employee volunteer programs.

• The Council for the Advancement and Support of Education (CASE) operates the National Clearinghouse for Corporate Matching Gift Information, which provides information and publishes an annual directory of matching gift and "Dollars for Doers" programs.

• Utilize other valuable volunteers such as students from local universities and high schools, returned Peace Corps and VISTA volunteers, local government employees, political campaign volunteers, and retirees.

• Connect with existing corporate efforts such as Adopt-a-School programs.

IN-KIND DONATIONS OF SERVICES

Community service programs can access a wide range of technical expertise by soliciting the assistance of local professionals. In-kind donations of services can help address numerous operational and programmatic needs. A variety of individuals from businesses, foundations, nonprofit organizations, government agencies, and institutions of higher education can provide valuable skills and services. These donations may take the form of one-time consultations, long-term assistance from loaned executives, or ongoing work by community or corporate volunteers. Some organizations have internal structures to coordinate these activities; call the Community or Public Affairs department to ask about these programs. In addition, contact your local Volunteer Center Senior Volunteer Program, or Small Business Association, to inquire about the availability of retired professionals.

Keeping accurate records of all in-kind donations you receive can assist you in leveraging additional resources.

For instance, Corporation for National Service grantees can count in-kind donations of services toward several CNCS financial match requirements.

SERVICE HINTS

Below are some examples of service donations you might seek:

• Lawyers to provide advice and to interpret laws and regulations.

• Foundation officers to assist with fundraising strategies and proposal review.

• Accountants and bankers to assist with financial planning and record keeping.

• Management consultants to develop strategic plans and staff training.

• Advertising executives to develop marketing and media campaigns.

• Professors and teachers to design service learning curriculum.

• Experienced tutors and mentors to enhance education programs.

• Contractors, carpenters, and painters to assist with housing renovation projects.

• Technicians to support computer and electronic office systems.

• Doctors and nurses to work with service programs on health projects.

• Police and fire personnel to train participants in public safety.

• Engineers, scientists, and park rangers to aid environmental programs.

IN-KIND DONATIONS OF PRODUCTS

A broad range of products, materials and resources can be donated to support programs and participants. Ask companies if they have surplus inventory or demonstration products that they can donate. Think ahead; if you anticipate a need for gardening equipment or school books, begin asking for them several months in advance. Try to tap into existing internal corporate resources, like in-house printing facilities for newsletters and corporate cafeterias for catering services. Make sure to recognize donors for their contributions in the same way as if they had given cash.

SERVICE HINTS

Below are some examples of product donations you might seek:

- Space for offices, meetings, program activities, and fundraising events.
- Office equipment such as computers, phones, faxes, copiers, and furniture.
- Printing services for newsletters, training materials, and annual reports.
- Advertising space in newspapers, magazines, and movie trailers.
- Uniforms for participants including: boots, work gloves, T-shirts, hats, and jackets.
- Tickets for educational programs, cultural and sporting events, museums, and movies.
- Transportation for participants including subway/bus/air travel, vans and trucks.
- Books, athletic equipment, art supplies, and computers for education programs.
- Tools, hammers, rakes, trash bags, lumber, and plants for environmental programs.
- Food, first aid kits, toiletries, and clothing for health and human services programs.

FOUNDATION SUPPORT

National and community service programs have numerous opportunities to build relationships with foundations. There are several types of foundations, each with its own set of priorities:

INDEPENDENT FOUNDATIONS are usually endowed by a single source, perhaps an individual or a family, and usually support specific issue areas such as AIDS or hunger.

COMMUNITY FOUNDATIONS are funded by gifts from local sources and focus their grantmaking on specific geographic areas. They raise money themselves and then channel those funds into smaller programs and organizations. Community foundations are the largest growing segment of the foundation world, and they are active in supporting service programs.

CORPORATE FOUNDATIONS are funded by specific for-profit companies and address needs that are important to employees, clients, and the communities in which they are based.

OPERATING FOUNDATIONS are usually created by individual nonprofit organizations to support their own programs. Grants to external organizations are unusual.

Foundations provide support through four principal mechanisms. The most common is by making grants to nonprofit organizations in exchange for activities to be performed by the nonprofit organization. Sometimes this money is offered in the form of challenge grants, where their contribution is contingent upon your ability to raise additional funds.

Foundations may also lend money to nonprofit organizations without interest for a period of time. In these instances the foundation hopes to eventually get most of the money back, allowing the foundation to simultaneously stretch its resources and help an organization with a new project.

Foundations also can re-insure a nonprofit's loans from banks or other lending institutions by agreeing to cover the loan if the nonprofit defaults. This expands a nonprofit's access to capital and allows the foundation to be of assistance without diminishing its financial capacity. Keep in mind that loans can be a risky fundraising strategy for nonprofit organizations and are best used as "bridges" until other anticipated funding is received.

Finally, foundations sometimes undertake "program-related investments" by investing some of their endowment in nonprofit ventures for an anticipated rate of return.

The following section highlights a few examples of how community service organizations might utilize foundation partnerships to develop innovative programs. If you have questions about how to tap into grants in your community, seek advice from some of the organizations listed in Appendix Two and from colleagues at nonprofit organizations who are currently working closely with foundations.

SEEK A WIDE RANGE OF SUPPORT

Foundations are interested in a broad range of areas. Some foundations focus their grantmaking on addressing specific community issues, like hunger, while others focus on encouraging research and development activities. Develop a solid plan for what you would like to do and then research those foundations that might be interested in supporting your efforts. Keep in mind that foundations often look

to fund innovative projects in their early stages. Usually, they are less interested in awarding general operating support than in providing funds for a distinct and distinctive program, and they also tend to cease funding a project after one or two awards. Instead, foundations often encourage their grantees to use their award to leverage additional sources of support in order to sustain the program for the long-term. Below are some ideas for where community service organizations might solicit foundation support.

SERVICE HINTS

• Request "seed" money and planning grants to help you start up your new service program.

• Reach out to local community foundations to educate them about national service initiatives.

• Seek long-term commitments which cover costs beyond the match requirements.

• Ask foundations to support:

• One-time events that address critical organizational needs, like staff or participant training sessions, specific community initiatives, or fundraising technical assistance.

• All of your activities in one of your priority areas that coincides with their giving goals.

• Research efforts into new program areas.

• The development or implementation of a program replication strategy.

• Internal or external evaluations of program activities, participant retention rates, post service placements, and impact of work on the community.

• "A team" of community service participants. In these instances, the foundation may provide team members with stipends, training programs, and employee volunteer tutors.

PROPOSAL WRITING

Proposal writing includes extensive research, planning, writing, and follow-up. Each foundation has different guidelines and interests. Therefore, you should tailor each proposal for the funder and illustrate that your needs are unique, your capacity to deliver solid, and your solution effective. Depending on the foundation's requirements, the actual proposal may be in the form of a one-page letter or a lengthy outline of your program.

Try not to send a "cold" proposal. Always try to make personal contact first. Do not be afraid to solicit suggestions from foundation officers on how your program can further their interests.

A standard proposal will usually consist of an executive summary, a case statement highlighting the needs your program will address, a description of your proposed program and the methods you will use, a budget, and IRS information.

SERVICE HINTS

• Focus on the outcomes and the actual work that is going to get done. With so many critical community needs, "service for service's sake" is often difficult to fund. Therefore clearly illustrate how you are using service as a vehicle to address specific community needs.

• Be brief. Foundation officers are experts in reviewing proposals and can usually make initial judgments by reading the first few paragraphs.

• Keep your budget clear, simple, and honest.

• Take the time to improve your proposal writing skills. Appendix Two lists numerous organizations and resources that can assist you with this process.

COLLABORATION

Many foundations will be searching for evidence that you are working closely with other community organizations to pool resources and to learn from experience. Thus, it is often beneficial to join with other community organizations, corporations, government agencies, and service programs to improve your proposal. Building successful partnerships requires trust, cooperation, commitment, and time. Partnerships increase the impact of individual organizations, develop new leaders, build an on-going power base, and broaden the scope of programs.

SERVICE HINTS

- Make sure to clearly illustrate how by combining the limited resources of several organizations your programs will be able to have a larger impact on local needs. Pool your resources and expertise such as outside contacts, money, name recognition, program skills, people-power (i.e., AmeriCorps members), and in-kind products.

- Do not underestimate the value of your service participants' capacity to provide valuable, hands-on human assistance when forming potential partnerships. Limited local dollars, staff, and resources can stretch to serve greater numbers when initiatives are multiplied by the efforts of service participants.

- Seek out innovative solutions to existing problems. Foundations are often interested in supporting ideas that have the potential to become model programs.

- Consider forming partnerships with state-wide and local unions and associations. They often sponsor social programs in their priority areas. For example, a state police union may sponsor a local crime prevention initiative, providing both money and resources.

INDIVIDUAL DONORS

Individual donations account for almost 90% of all charitable giving in America: more than 83% is from living persons, and another 7% from bequests.

To tap into this large funding pool you must foster new relationships and then "ask" potential donors for support. Many professional fundraisers stress that one of the biggest mistakes made in raising money is that organizations do not ask clearly, but rather leave the details vague and hope that money will be donated. To succeed, ask often and ask from many different sources.

Once a gift is received, promptly send a thank you letter. Never underestimate the importance of recognizing donors and keeping them informed. If you do not have the time to properly thank your donors, do not undertake the campaign.

The following section highlights a few examples of how service programs might solicit support from individual donors. It is important to stress that developing a donor base of individuals requires a great deal of coordination and staff time. (*Appendix Two lists organizations and resources that can help you develop basic skills and a long-term plan.*)

LARGE GIFTS

Large financial gifts can help you reach your fundraising goals. Whenever possible you should use personal solicitation. It is much harder to say no to someone they know or respect. Therefore, recruit board members and other volunteers to approach potential funders on their peer level. In addition, actively seek lead gifts. Look for donors who are willing to set an example for other potential donors by making large gifts at the beginning of a campaign.

SERVICE HINTS

- Make sure that everyone who is asking for money has made some sort of financial contribution; it is difficult to ask others for money if you have not given yourself.

- Find ways to get your donors involved with your program and participants. Invite them to visit project sites and to attend annual events like graduation and recognition ceremonies.

- Have participants or staff personalize thank you notes to donors.

- Recruit volunteers for a fundraising committee and brainstorm about the contacts that you have.

- Take advantage of year-end donations. At the end of each tax year wealthy individuals often want to make large donations to charities in order to receive tax deductions. To attract their attention write letters, make personal appeals, and hold events that get positive media attention.

- Make sure to provide donors with a receipt for their gifts over $250, otherwise they may not receive the tax deductions to which they may be entitled.

SMALLER GIFTS

Each gift to your organization, regardless of size, comes with its own powerful statement of commitment to your cause. As you build an individual donor base, you are expanding your constituency. Individuals from numerous segments of the community have invested in you and have a stake in your success.

Small gifts can add up. Statistics show, again and again, that less affluent people donate a greater percentage of their income than the more affluent. Do not ignore that

generosity. In addition, you never know when one of your regular, small donors may strike it rich. It is extremely important to cultivate a habit of giving and continuously providing feedback and recognition to your donors.

SERVICE HINTS

• Ask graduates of your program to make a small donation, perhaps $10, to a specific initiative like a scholarship fund. Colleges and universities often boast about the percentage of their alumni who gave gifts in order to leverage additional support. Let your larger corporate, foundation, and individual donors know how broad based your support is.

• Ask a company or foundation to match 1:1 or 2:1 smaller gifts made by individual donors and then widely publicize this initiative to prospective donors.

• Determine the appropriate giving levels in your community. Check request levels in comparable organizations. You do not want to push your smaller donor base too hard or make them feel uncomfortable with the level of your request.

• Get smaller donors directly involved with your programs. Offer them opportunities to serve as volunteers or to form relationships with your service participants. Engage them in clothing and food drives or other initiatives which can help them make a difference in their community.

• Use special events to solicit investments from new donors. *(See Special Events below)*

BOARD MEMBERS

Board members play a critical role in helping your organization raise money and build partnerships. They represent your organization to other community organizations, potential funders, and your constituents.

Attracting a broad range of individuals with diverse backgrounds, experiences, and positions in the community is extremely important. Before joining the board, new members should be informed of their responsibility to raise and/or contribute money or resources to the organization as well as their management and oversight roles. To demonstrate commitment each board member should make a "threshold" contribution. The board's giving program is an important source of annual revenue and should be carefully cultivated.

SERVICE HINTS

• Get your board members to give lead gifts. Potential donors will often look to see the level at which board members have given.

• Consider establishing minimum levels for the amount of money or in-kind resources for which individual board members are responsible.

• Provide training to your board members on how to ask for money and how to close a deal.

• Thank your board members. Remember, they are volunteers and deserve recognition for their time, energy, and financial donations.

MATCHING GIFTS

Matching gift programs are an arrangement that can double the amount of an individual's donation. When employees of a specific company make an eligible gift to a nonprofit organization, it is matched in cash by a gift from their employer. In order to receive the match, donors must fill out their company's matching gift forms. These gifts are a good way to get recognized by corporate giving departments.

SERVICE HINTS

• Target a portion of your individual donor outreach towards employees from companies with matching gift programs. For instance, some community service organizations have been successful in marketing fundraising events specifically to lawyers from large firms.

• Remind all of your individual donors to check eligibility and fill out the appropriate forms. Matching gift programs are sometimes not well publicized and many employees forget that their gifts can be matched.

• Add a box for matching gift information on all invitation reply cards.

SPECIAL EVENTS

Special events are an excellent way to develop a diversified individual donor base. Events can take numerous forms and can simultaneously meet many of your organization's goals. In addition to raising funds, they strengthen outreach efforts and public relations. Be creative in designing fundraisers, parties, award ceremonies and service days. The options are endless, but try to build in some direct connection to the work that you are doing in the community. Repeat those events that are successful; people will look forward to attending in subsequent years. Make sure that people who attend your events leave with a better understanding of the mission of your organization and how they can get involved.

SERVICE HINTS

• Be creative!

• Seek corporate sponsorship to underwrite all of an event's costs, which will enable you to say that all individual donations go directly toward programs. *(Note: Be sure to ask an accountant with experience in charitable giving to consult the tax code to determine the actual amount donors may deduct from their taxes.)*

• Solicit in-kind donations of space, food, entertainment, printing, or other event components.

• Use your events to foster new community partnerships. For instance, large city-wide community service days are excellent ways to involve corporate and individual volunteers, elected officials, community organizations, and the media.

• Utilize the energy and ideas of outside volunteers and community service participants in planning and implementing your event.

• Turn invitations into outreach vehicles. All invitations should include detailed information about your programs and leave a lasting impression. Those who cannot attend this time may make a greater effort next time.

COMMUNICATION

Use the mail to develop and foster a wide base of support. By sending letters, news clippings, and program updates to previous and potential donors, you are keeping them informed. On a regular basis you should ask donors to make new contributions to your organization. Many professional fundraisers stress the importance of getting that first donation from an individual. Once they have made an initial commitment, it is much more likely that they will continue to donate, increasing the amount over time. Some organizations engage in direct mail campaigns where they buy mailing lists of potential donors who are unfamiliar with their organization and send them a special solicitation letter. This process can be expensive. Often, success will depend on the quality of the list you purchase. As with all donors, promptly thank those which come from mail campaigns.

SERVICE HINTS

• Update your data base on a regular basis and make sure to include everyone who has attended your special events or has called for information on your programs. Make sure to include the parents of participants and graduates of your program.

• Make sure that mail campaigns and invitations catch the eye of the potential donor. For example, you might enclose saw dust from the low-income housing facility you recently renovated.

• Try targeting a series of mailings to individuals with access to matching gift funds. Highlight their ability to double the impact of their donation by filling out a few forms.

• Ask individuals to "adopt a participant." In these instances the individual may pay for matching costs and serve as a mentor. The specific participant might personally thank the donor by writing a letter or inviting them to visit a service project.

• Thank donors in your newsletter and then make sure to send them a copy.

• Have your community service participants write thank you letters for all gifts, regardless of the size. Remember to treat in-kind donations as if they were cash.

CHECKLIST FOR SUCCESS

Here are some basic fundraising tips. *(See Appendix Two for additional resources and organizations that provide in-depth fundraising assistance.)*

✔ **Know Your Needs.** Look at your budget, develop a strategic plan, and determine what you need now and what you'll need next. Assess your strengths and weaknesses and find ways to enhance your capacity to solicit and utilize support.

✔ **Think Creatively.** Experiment with a broad range of fundraising methods: annual campaigns, phone-a-thons, direct mail, payroll deductions, special events, service days, and team sponsorship.

✔ **Do Your Homework.** Extensive research is a critical component of good fundraising and partnership building. Know as much as possible about the organization you are approaching, including its biases, track record, and procedures.

✔ **Allow Enough Time.** Successful fundraising requires a large amount of time and energy. It is important to plan ahead and to consider the amount of time that others will require to make decisions and implement plans. Allow for lead time, and for time to ask numerous potential donors for support. Success often depends on persistence and building relationships.

✔ **Use Your Board Members.** Get numerous people involved in the fundraising process. Use your board members and staff, who may already have contacts, to make introductions and help potential funders get to know you better. Ask community leaders to make contacts on your behalf.

✔ **Be True to Your Mission.** Do not change your programs only to suit donors. Try to stay focused on your mission, goals, and objectives in order to get things done in the community.

✔ **Write Clear and Convincing Proposals.** You can make your proposal in a paragraph of a one-page letter or you can write a lengthy description. It must be tailored for the funder and illustrate that your needs are unique and your solution effective. Keep the budget clear, simple, and honest.

✔ **Bring Potential Donors On Site Visits.** Nothing is more powerful than seeing a community service program in action. Funders can see the impact that programs are having and meet enthusiastic participants.

✔ **Publicize Success Stories.** Use positive media exposure to promote a local ethic of service. The media is an excellent way to educate large numbers of people. Be prepared for organizations and individuals to respond to publicity and call you to offer support or ask questions.

✔ **Fix Coordination Responsibility on One Staff Member.** A senior staff member should be responsible for developing a fundraising plan. All staff and board members need to understand and, if possible, contribute to this planning process.

✔ **Foster and Maintain Relationships with Leaders in Your State and Community.** Perform outreach to local leaders of companies, business associations, unions, and foundations who can be helpful at various stages of your development.

✔ **Encourage and Support Corporate Volunteer Programs.** Positive experiences with community service programs will motivate employee volunteers to encourage their companies to donate money and resources.

✔ **Develop Continuing Relationships with Funders and Supporters.** Keep supporters informed of progress and achievements, and provide opportunities for them to become directly involved in your work.

✔ **Pay Attention to Details.** The complexity of potential partnerships highlights the need to develop simple systems for maintaining relationships and facilitating the transfer of resources. Develop user friendly systems that keep the donor's needs in mind.

✔ **Develop Strong Donor Recognition Programs.** Treat every donor as the "Potential Million Dollar Donor." Most donors appreciate being publicly thanked for their gifts. If donors are made to feel good about giving to your organization, they will continue to give, perhaps increasing the amount of their donations.

✔ **Start Each Campaign Off Strong.** Actively seek lead gifts. At the beginning of every campaign look for donors who are willing to set an example for other potential donors by making large gifts.

✔ **Reach Out to Others for Ideas.** Program graduates and participants are an excellent source of ideas for raising money and community support. They can be very creative and offer a fresh perspective.

✔ **Look to Expand the Total Funding Pie.** Search for ways to tap into new funding streams that expand the range of donors supporting national and community service initiatives, rather than competing for the same sources of funds.

APPENDIX ONE

The National and Community Service Trust Act requires that local programs and State Commissions meet certain financial match requirements in order to receive federal funding. These match requirements are designed to encourage grantees not to rely solely on Corporation funds, but rather to solicit support from foundations, corporations, individuals, and other governmental agencies. As the matches increase, grantees will need to raise additional funds, create more partnerships, build a larger constituency, and leverage additional resources. Fundraising and resource acquisition strategies should be considered as a critical part of an overall strategic plan for program development. Programs should aim to develop enough fundraising skill to sustain themselves for the long-term. The following table outlines a simplified version of the existing Corporation for National Service match requirements; please refer to the application and regulations for more detailed information.

STATE COMMISSION MATCH REQUIREMENTS

Corporation	State Commission	
first year		
85%	15%	Administrative costs to operate State Commission
by year five		
50%	50%	Administrative costs to operate State Commission

PROGRAM MATCH REQUIREMENTS

AmeriCorps Programs

Corporation	Program	
85%	15%	Participant stipends up to VISTA maximum (non federal cash only)
85%	15%	Participant health care costs (cash only)
75%	25%	Program operating costs
100%	0%	Participant child care allowance
100%	0%	Participant educational awards

Learn and Serve America School Age Programs

Corporation	Program	
first year		
90%	10%	Year one
Subsequent years		
80%	20%	Year two
70%	30%	Year three
50%	50%	Years four and five

Learn and Serve America Higher Education Programs

Corporation	Program
all years	
50%	50%

In certain categories match requirements may be met by securing donations of in-kind products and services. In these instances, it is important that accurate records be maintained. Products and services may be applied at the current fair market value of the donation. A copy of OMB Circular A-102 listing basic guidelines for matching donations is sent to each grantee as part of their initial funding package.

APPENDIX TWO

FUNDRAISING ASSISTANCE:

The Center for Nonprofit Boards—is a national nonprofit organization offering various resources and support programs to assist nonprofit organizations and their board members. Publications, such as the *Board Member's Guide to Fundraising* and *Fundraising and the Nonprofit Board Member*, can be ordered through the Center. (202) 452-6262

The Center for Philanthropy—is a nonprofit research organization focused on exploring what motivates people to be philanthropic. They operate the Fundraising School which offers courses on fundraising and philanthropy to non-profit organizations. (317) 274-4200

The Council for the Advancement and Support of Education (CASE)—is a national membership service organization that provides education programs and publications for institutions of higher education and private elementary and secondary schools. CASE operates the National Clearinghouse for Corporate Matching Gift Information which provides information and publishes an annual directory. (202) 328-5978

The Foundation Center—is a clearinghouse for information on foundation and corporate grant making; has research libraries in New York, Washington, D.C., Cleveland and San Francisco, and cooperating collections in libraries and community foundations in each of the 50 states. (800) 424-9836

Gifts In Kind America—is a national nonprofit organization that solicits donations of products from large national companies and distributes them to nonprofit organizations. Products include building supplies, furniture, uniforms, computer software and a myriad of other resources. Nonprofit organizations must pay a small membership fee and shipping expenses. (703) 836-2121

The Grantsmanship Center—is a fundraising training organization that offers courses and publishes information on grantsmanship, program management, and fundraising. Call for the Whole Nonprofit Catalog. (213) 482-9860

National Society of Fundraising Executives (NSFRE)—is a professional association of individuals responsible for generating philanthropic support to a wide variety of charitable organizations. Members and non-members may visit libraries or call to access information on more than 650 topics ranging from direct mail to capital campaigns, nonprofit management, and prospect research. In addition, NSFRE has developed a "Code of Ethics" for fundraisers and a "Donor Bill of Rights." Affiliates operate across the United States. (800) 688-FUND

The Points of Light Foundation (POLF)—is a national nonprofit organization that actively promotes volunteerism. The Foundation works closely with Volunteer Centers across the country who provide volunteers with varied skill levels to nonprofit organizations. Contact POLF to learn about the Volunteer Center in your community. (202) 223-9186

Support Centers of America—is a nonprofit management assistance organization. Workshops address a wide range of nonprofit management topics including: strategic planning, fundraising and program evaluation. Sixteen offices operate nationwide. (415) 552-7584

RESOURCE BOOKS AND DIRECTORIES:

Call your local governmental offices and foundations to ask about resource books and directories which may have been developed to provide specific fundraising information on your community.

Annual Survey of Corporate Contributions. New York: The Conference Board, (212) 759-0900.

Catalogue of Federal Domestic Assistance (CDFA) Washington, DC: Government Printing Office (GPO), Lists numerous federal grant programs, (800) 669-8331.

Discover Total Resources: A Guide for Nonprofits. Pittsburgh, PA: Mellon Bank Corporation, (412) 234-8680.

Foundation Center Directories. Directories on corporate and foundation giving, (800) 424-9836.

Giving USA. New York: American Association of Fund-Raising Counsel Trust for Philanthropy, (212) 354-5799.

Guide to Federal Funding of Volunteer Programs and Community Service. Government Information Services, (703) 528-1000.

Making JTPA Work for the Corps. National Association of Service and Conservation Corps, (202) 737-6272. Describes funding streams and uses for JTPA funding.

National Service and Public Safety Partnerships for Safer Communities. The National Crime Prevention Council, Publication #NCJ146842. (800) 688-4252.

Service Learning Planning and Resource Guide. Washington, D.C.: The Council of Chief State School Officers, (202) 336-7016. Describes alternative sources of government funds to support Service Learning and other education focused service programs.

Taft Group Directories. Directories on corporate and foundation giving, (800) 877-TAFT

"HOW TO" BOOKS AND PUBLICATIONS:

The "How To" Grants Manual.
Bauer, David G.; New York: Macmillan Publishing Co., 1988.

Grantseeking: How to Find a Funder and Write a Winning Proposal.
Decker, Larry, and Virginia Decker; Charlottesville, VA: Community Collaborators, 1993.

Winning Grant Proposals.
Frost, Gordon Jay; Rockville, MD: The Taft Group, 1993.

The Foundation Center's Guide to Proposal Writing.
Geever, Jane and Mill, Patricia; New York: The Foundation Center, 1993.

Fund-Raising Evaluating & Managing the Fund Development Process.
Greenfield, James M.; New York: John Wiley & Sons, 1991.

Program Planning & Proposal Writing.
Kiritz, Norton J. and Mundel, Jerry; California: The Grantsmanship Center, 1988.

Fundraising for Social Change.
Klein, Kim; 2nd Edition, Inverness, CA: Chardon Press, 1993.

The Fund-Raising Handbook.
Krit, Robert L.; New York: John Wiley & Sons, 1990.

Foundation Fundamentals: A Guide for Grant Seekers.
Kurzig Carol; New York: The Foundation Center.

Achieving Excellence in Fund Raising.
Rosso, Henry A. & Associates. San Francisco: Jossey-Bass Publishers, 1991

PERIODICALS:

Advancing Philanthropy.
NSFRE quarterly journal, (800) 666-FUND.

Chronicle of Philanthropy.
Biweekly newspaper, (202) 466-1200.

ERC News Brief.
Ecumenical Research Consultants. News about a variety of grant programs, (202) 328-9517.

Federal Register.
Contains an official record of all federal grant programs, (202) 384-4777.

Fund Raising Management.
Monthly magazine, (800) 229-6700.

Foundation News.
Council on Foundations, (202) 466-6512.

Grassroots Fundraising Journal.
Monthly journal, (415) 954-5474.

Nonprofit Times.
Monthly newspaper, (609) 921-1251.

Nonprofit World.
The National Leadership and Management Journal, (800) 424-7367.

CORPORATION FOR
NATIONAL SERVICE
WASHINGTON, DC 20525
202-606-5000